



GREENVILLE CITY FIRE DEPARTMENT STRATEGIC PLAN 2016-2021



LETTER FROM THE CHIEF

To our citizens,

I am pleased to introduce the 2016 – 2021 Strategic Plan for the Greenville City Fire Department. This plan is a roadmap for our leaders to ensure we are taking the department in the direction expected by our customers, the citizens of Greenville, SC. In developing our Strategic Plan, we had to ask ourselves four questions:

What are we doing?

Why are we doing it?

Are we doing it well?

And...

How can we do it better?

These questions were answered by stakeholders from within our department as well as external stakeholders from the community. The information was compiled and edited to create the document contained within this Plan.

Our goal is to have a flexible and highly trained department that can respond to emergencies within our response area with the utmost of professionalism and abilities. We will need to adapt to the changes that come from technology as well as changes from industry data and best practices based on data gathered from research.

The most valuable asset of our Department is our people. With the effort of these fine men and women, we will achieve our vision as it is found in this plan. We will continue to maintain the high level of emergency services that our customers have grown to expect and appreciate.

With these things in mind, I proudly present the 2016 – 2021 Strategic Plan for the Greenville City Fire Department.

Sincerely,



Stephen J. Kovalcik

Fire Chief

Greenville City Fire Department

INTRODUCTION

The Greenville City Fire Department (GCFD) provides fire suppression, emergency medical first response, technical rescue, technical hazardous materials response, as well as fire prevention and education for the City of Greenville, South Carolina. GCFD is consistently working to achieve and maintain the highest level of professionalism and efficiency on behalf of the citizens of Greenville. This strategic plan is designed to detail goals for the GCFD for the next three to five years.



As an organization, GCFD needs to have a roadmap to let all personnel understand the direction in which the department is moving and their role in shaping the future of the department. With input from community members and internal stakeholders, ten goals were identified for the period. These goals were divided into four categories to help organize the goals and objectives. Here is a brief look at the categories and goals for this strategic plan.

CATEGORY #1 – STANDARDS AND TRAINING

Ensure Greenville City Fire Department emergency services meet or exceed recognized national standards.

Achieve consistent, safe and effective performance in all areas of operations and management through a comprehensive training program.

CATEGORY #2 – FACILITIES AND EQUIPMENT

Acquire and maintain the facilities, equipment and apparatus that are needed to deliver service.

Improve the efficiency and allocation of department resources.

CATEGORY #3 – PROGRAMS

Achieve Department of Health and Environmental Control – Basic Life Support status,

Develop Community Risk Reduction & Life Safety Education Program,

Maintain highest level of response in Special Operations – Safety, Hazmat, and Technical Rescue.

CATEGORY #4 – INTERNAL DEVELOPMENT

Increase professionalism and promote leadership at all levels within the Greenville City Fire Department.

Promote and develop health and wellness initiatives within the Greenville City Fire Department.

Increase individual ownership in morale and organizational development.

This Strategic Plan will address these categories and goals in depth and will assign objectives and tasks to meet these goals. Each task or objective is assigned to a person or group of people to insure accountability for achieving the task. Each task has a targeted time frame for completion. The strategic plan will be evaluated annually to keep it current and on target.

SWOT ANALYSIS

Various members of the department performed a Strength, Weakness, Opportunity, and Threat (SWOT) analysis to determine the internal or external forces that could affect the successful achievement of the goals and objectives set by the department.

The SWOT analysis was performed on each of the four categories set by the department:

Category I – Standards and Training

Strengths

- Community perception of a well-trained department
- Organizational and community transparency created by accreditation
- Insight gained through self-evaluation process
- Level of training achieved by the department
- Overall certification level of department personnel

Weaknesses

- Efforts to achieve overall employee buy-in are ongoing
- Staffing levels are not 100% compliant with NPFA/industry standards

Opportunities

- Personnel can review operations in detail
- Service to the community can be increased through the processes involved
- Deficiencies and gaps can be identified, creating opportunities for improvement

Threats

- Cost associated
- Time required to develop and implement programs
- Resources required

Category 2 – Facilities and Equipment

Strengths

- Community perception of a well-equipped department
- Employee pride in facilities and equipment
- Apparatus replacement plan

Weaknesses

- Continual upkeep on some facilities and equipment
- Presence of health and safety concerns in aging facilities
- Ability to expand/replace facilities limited by their locations
- Lack of space for equipment/apparatus storage
- Lack of communications interoperability with other agencies
- Lack of central communications center (countywide)

Opportunities

- Potential for new and updated facilities and equipment can be a recruitment tool
- The community's perception of the department can be increased through facility and equipment upgrades
- New and improved technology can be implemented into facilities and equipment
- Communication interoperability can be achieved through interagency cooperation
- Automatic aid agreements can be used to provide additional equipment

- Shared policies, guidelines, and response strategies can be used with other agencies to increase effectiveness of automatic/mutual aid

Threats

- Increase in out of service times as facilities, apparatus, and equipment age
- Apparatus meeting end of life if not replaced
- Change in demand for service due to changing demographics
- Gaps in the capabilities of equipment and apparatus created by changing technology
- Cost to maintain and retain facilities, equipment, and apparatus
- Loss of mechanic employees through attrition or outside opportunities
- Lack of communication interoperability within apparatus

Category 3 – Programs

Strengths

- Special operations capabilities
- Depth of personnel (special operations)
- Specialty equipment
- Level of personnel training and certification
- AHJ support (City Manager, City Council)
- Leadership in development of community risk reduction/education programs
- Interagency cooperation (Greenville County Emergency Response Team)
- Personnel talent
- Use of countywide accountability system
- Leadership team knowledge and abilities
- Adopted mission, vision, and core values statements
- Firefighter health and safety program

Weaknesses

- Inaccuracy of data/limitation of RMS
- Cost to support wide variety of programs
- Employee attrition/potential loss of talent and experience

Opportunities

- Potential for more community involvement through programs
- Additional interagency cooperation
- Ability to positively impact other agencies
- Opportunity to take a leadership role in the region
- Use of programs for recruitment
- Reduced risk for community and City employees
- Educational incentives
- Peer fitness program

Threats

- Overextension of personnel as city grows
- Personality conflicts (internal/external)
- Time required to implement/maintain programs
- Cost associated with program offerings

Category 4 – Internal Development

Strengths

- Clear career path through employee compensation step plan
- Professional development opportunities provided by educational incentives
- Number/variety of training opportunities
- Smoking cessation program
- Employee assistance program
- Chaplaincy program
- Physical fitness reimbursement program
- Blue Card Command Program

Weaknesses

- Lack of diversity in workforce
- Lack of motivation by some employees
- Time required for professional development

- Lack of succession training
- Lack of formal officer training
- Lack of ride-up training

Opportunities

- Increased workforce diversity
- Increased employee buy-in
- Utilization of informal leaders in a positive way
- Development of succession plan

Threats

- Employee stubbornness/egos
- Cost involved with promoting internal development programs
- Time involved with implementing internal development programs
- Challenge of sustaining leadership vision over time as command staff changes
- Potential for tunnel vision

Conclusion

The Greenville City Fire Department acknowledges that both internal and external forces could affect the success of achieving the department's goals and objectives. While negative effects exist in the form of weaknesses and threats, the strengths and opportunities provide the department with positive reinforcement. The



Mission, Vision, and Core Values provide a moral and ethical guide for the Greenville City Fire Department that will empower the organization to achieve true success.



MISSION STATEMENT

To protect and serve the City of Greenville and reduce risk through courage, commitment, compassion, and education.

VISION STATEMENT

The Greenville City Fire Department will work diligently to provide world-class emergency response services to the Greenville community by maintaining excellence in all areas of service and by faithfully serving the community with compassion, courage, and commitment.

CORE VALUES

The Greenville City Fire Department will fulfill its Mission Statement and Vision Statement by:

Exhibiting *honesty* and *integrity* in our every action,

Helping others with *compassionate service* no matter their social or economic standing,

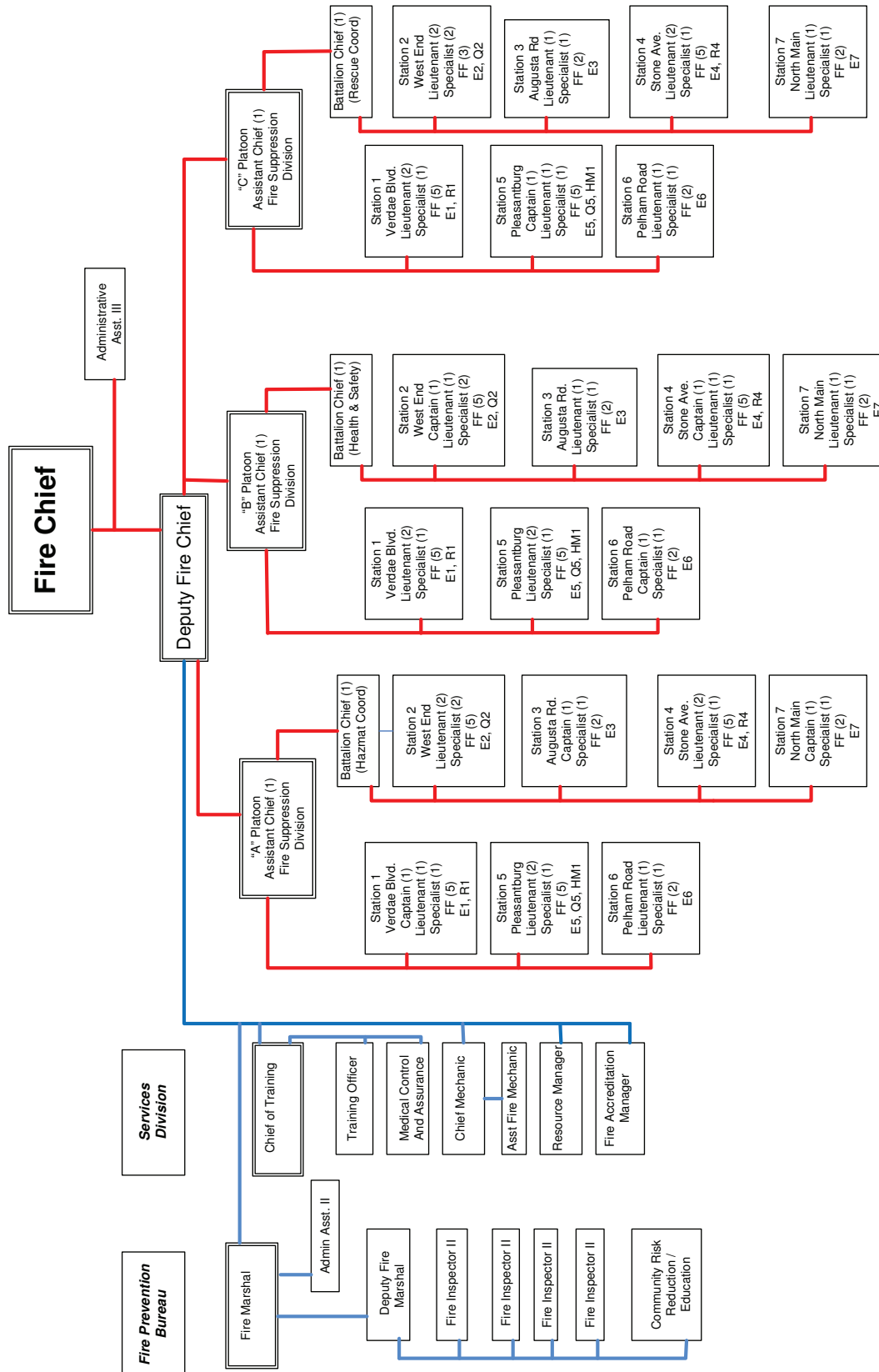
Being *accountable* and *responsible* for all of our actions,

Striving for *excellence* in every facet of our calling,

Pursuing the most up-to-date *knowledge* and *training* available, and

Showing *dignity* and *respect* to those with whom we interact, both inside and outside the department.

ORGANIZATIONAL CHART



CATEGORY #1 – STANDARDS AND TRAINING

Goal 1-A: Ensure that the department's emergency services meet or exceed recognized national standards.

This will be accomplished by evaluating national standards and benchmarks to ensure compliance and by achieving an ISO Class I designation, national accreditation through the Center for Public Safety Excellence and international accreditation through the Commission on Fire Accreditation International.

Goal 1-B: Achieve consistent, safe and effective performance in all areas of operations and management through a comprehensive training program.

This will be accomplished by identifying levels of training needed to maintain the highest proficiency, performing a gap analysis to determine our training division needs and developing a cadre of instructors to meet those needs.



CATEGORY #2 – FACILITIES AND EQUIPMENT

Goal 2-A: Acquire and maintain the facilities, equipment and apparatus needed to deliver service.

This will be accomplished by performing a needs analysis for facilities, firefighting equipment and Personal Protective Equipment. It will also include relocating our mechanics shop to a location on Laurens Road and maintaining a healthy and safe workspace for all fire personnel.

Goal 2-B: Improve the efficiency and allocation of department resources.

This will be accomplished by utilizing technology to improve emergency response and efficiencies and by creating a new position dedicated to quality assurance and ensuring accurate data for future decision making.

CATEGORY #3 – PROGRAMS

Goal 3-A: Achieve DHEC Basic Life Support medical response status.

This will be accomplished by creating a new position to monitor and ensure compliance with all applicable medical regulations.

Goal 3-B: Develop Community Risk Reduction and Life Safety Education Program.

This will be accomplished by creating a new position to coordinate the department's community risk reduction and education efforts, including identifying the needs and the resources available to fund the program.

Goal 3-C: Expand Special Operations – Safety, Hazmat and Technical Rescue.

This will be accomplished by conducting a needs assessment to identify gaps between the department's current level of service and the expectations of external stakeholders.



CATEGORY #4 – INTERNAL DEVELOPMENT

Goal 4-A: Increase professionalism and promote leadership at all organizational levels.

This will be accomplished by recognizing the importance of company level officers in the successful implementation of the department's strategic plan and by fostering their professional development through training, including the Blue Card Program, education and mentoring.

Goal 4-B: Develop and promote health and wellness initiatives.

This will be accomplished by implementing a department-wide physical fitness program, which will include a peer fitness program developed by the International Association of Fire Fighters and the International Association of Fire Chiefs, as well as smoking cessation and weight management courses. Additionally, we will continue to utilize the Candidate Physical Aptitude Testing to rank new employee candidates.

Goal 4-C: Increase employee buy-in and morale and encourage individual ownership in organizational development.

This will be accomplished by creating an employee recognition program to recognize and reward individuals who make significant contributions to the department and the City and by developing various channels of communication between department members.



APPENDIX I: TIMETABLES

Standards and Training		
Goal 1-A	Ensure Greenville City Fire Department emergency services meet or exceed recognized national standards.	
Objective 1	Obtain an ISO Class I Community Fire Department rating.	
Timeframe	6-12 months	
Specific Tasks/Assignment	Schedule ISO evaluation	Fire Chief
	Gather data to complete evaluation	Chief of Training
	Interview with ISO evaluator	Chief of Training
	Make suggested corrections, if needed	Division of Services
Objective 2	Obtain international accreditation through the Commission on Fire Accreditation International.	
Timetable	18-24 months	
Specific Tasks/Assignment	Develop Strategic Plan for GCFD	Accreditation Manager
	Determine Standard of Cover for GCFD	Accreditation Manger
	Perform Self-Assessment	Accreditation Manger
	Request accreditation from CFAI / CPSE	Accreditation Manger

Objective 3	Evaluate applicable national standards to identify benchmarks for the department.	
Timetable	6 months-ongoing	
Specific Tasks/Assignment		
Technical Rescue	Ensure all members of Technical Rescue Team meet OSHA CFR 1910.146 and NFPA 1006 best practices.	
	Maintain annual training requirements.	Rescue Coordinator
Hazmat	Ensure all members of Hazmat Team meet OSHA CFR 1910.120 and NFPA 472 best practices.	
	Maintain annual training requirements.	Hazmat Coordinator
Basic Life Support Medical	South Carolina Department of Health and Environmental Control (SC DHEC)	
	National Registry	Chief of Training
Officer Development	Achieve Blue Card ICS certification	
	All supervisors attain IFSAC Fire Officer 1 certification	
	Create Officer Development / Mentoring program	Chief of Training
Health and Safety	Meet NFPA 1500 and National Best Practices for firefighter Safety and Health.	
	Peer Fitness program implemented.	
	Evaluate CPAT program to ensure it meets National Best Practices.	GCFD Health and Safety Officer (HSO)

<i>Firefighter Development</i>	Ensure all members meet IFSAC Firefighter II certification.	
	Ensure all members meet ISO and NFPA 1021, 1001, & 1002 training requirements	
	Develop training programs to meet national best practices.	
	Certify members as Instructors to meet training needs.	Chief of Training
<i>Fire Prevention Bureau</i>	Ensure all members meet all required ICC certifications.	
	Ensure all members meet recertification requirements for SC Fire Marshal's Office.	
	Ensure all members meet Fire Investigation certification requirements.	
	Develop Community Risk Reduction / Fire and Life Safety Educator Program and meet certification requirements.	Fire Marshal
Objective 4	Review all response policies to ensure we are effectively responding to fires and other emergencies in order to minimize the loss of life and property while balancing hazards and risk.	
Timetable	Annually	
Specific Tasks	Develop annual program to review and update all policies and procedures.	Command Staff
	Develop annual program to review response protocols to ensure they meet national best practices.	Command Staff
	Review all facility locations to ensure placement meets needed coverage of areas.	Accreditation Manager

Goal 1B	Achieve consistent, safe and effective performance in all areas of operations and management through a comprehensive training program.	
Objective 1	Ensure that department members are trained in the necessary skills to respond to emergency situations as safely as possible.	
Timetable	Annually	
Specific Tasks	Identify the courses needed by personnel for advancement and retention.	Training Division
	Identify all current and potential instructors.	Training Division
	Determine programs that can be taught by current instructors.	Training Division
	Complete a gap analysis.	Training Division
Objective 2	Based on the findings of the gap analysis, implement programs to address training deficiencies, instructors, equipment and facility needs.	
Timetable	12-36 months	
Specific Tasks	Utilize currently available resources to deliver needed training programs.	Training Division
	Identify necessary additional personnel needed to meet training needs.	Training Division
	Implement new training with instructors, facilities, and equipment through the annual budget process, grants, partnerships and alternative sources.	Training Division

	Periodically re-evaluate training programs through quarterly testing, annual 360 degree evaluations and a training resource gap analysis.	Training Division
--	---	-------------------

Facilities and Equipment

Goal 2-A	Acquire and maintain the facilities, equipment and apparatus that are needed to deliver service.	
Objective 1	Conduct an analysis and evaluation to determine facility needs.	
Timetable	3 months	Deputy Chief
Objective 2	Replace or relocate existing facilities and construct additional facilities as deemed necessary by the analysis.	
Timetable	Continual	Deputy Chief
Objective 3	Replace or relocate existing facilities and construct additional facilities as deemed necessary by the analysis.	
Timetable	Continual	Deputy Chief
Objective 4	Relocate mechanics garage to new facilities in central location.	
Timetable	24 months	Deputy Chief
Objective 5	Conduct an annual analysis and evaluation to determine firefighting equipment and apparatus needs.	
Timetable	24 months	Deputy Chief
Objective 6	Repair or replace existing PPE, firefighting equipment, and apparatus determined by current equipment replacement program.	
Timetable	36 months	Deputy Chief

Objective 7	Repair or replace existing PPE, firefighting equipment, and apparatus determined by current equipment replacement program.	
Timetable	Ongoing	Deputy Chief
Objective 8	Maintain comfortable and healthy workspaces for employees.	
Timetable	Ongoing	Deputy Chief
Specific Tasks	Complete a monthly station facility safety check sheet to evaluate the condition of current facilities.	
	Prioritize the changes and improvements needed in facilities based on the Safety Committee findings.	
	Enhance the furniture, fixture and equipment replacement budget.	
Objective 9	Determine the facilities required to deliver necessary training programs.	
Timetable	36 months	Deputy Chief
Specific Tasks	Determine facility and equipment requirements to deliver current and future training programs.	
	Complete an inventory of training equipment.	
	Add material handling equipment to drill tower to enable moving of props and staging of scenarios.	
	Assess the capabilities and limitations of the current training facility and equipment.	
	Complete a gap analysis of training equipment and training facilities.	
	Acquire funding for new centrally located classroom.	

	Acquire funding to build new classroom, burn building, and restroom facilities at training facility on Mauldin Road.	
	Acquire funding for resurface parking lot area at training facility.	
Goal 2-B	Improve the efficiency and allocation of department resources.	
Objective 1	Ensure that department members are trained in the necessary skills to respond to emergency situations as safely as possible.	
Timetable	Ongoing	Deputy Chief
Specific Tasks	Continue to work with Office of Management & Budget personnel to improve and prepare the annual budget.	
	Pursue alternate sources of funding to supplement the annual budget.	
	Continue routine budget monitoring reports and practices to track expenditures throughout the year.	
	Encourage the creation of a Grant Manager position within the Greenville City Fire Department to pursue alternate funding and reduce the financial burden on the community.	
Objective 2	Provide technology and equipment to support delivery of emergency services.	
Timetable	24-36 months	Resource Manager
Specific Tasks	Continue to research new and improved technologies that improve emergency response and efficiencies within the department.	

	Coordinate with the City of Greenville Information Technology (IT) Department to develop an IT equipment review and replacement program throughout the Greenville Fire Department.	
Objective 3	Develop a position to monitor the quality assurance and insure accurate data collection and storage to facilitate future decision making.	
Timetable	6-12 months	Fire Chief
Specific Tasks	Ensure a standardized method of recording all calls for service, collection and documentation of safety inspections, pre-fire planning information and tracking of daily activities.	
	Provide standardized training to all personnel regarding data entry and the records management system (RMS).	
	Implement quality control measures to ensure accurate data collection and entry.	
	Analyze data to ensure responses and allocation of resources are appropriate.	
	Develop the ability to track and account for all apparatus, tools, equipment, PPE and other department-owned supplies.	

Programs		
Goal 3-A	Achieve Department of Health and Environmental Control (DHEC) – Basic Life Support (BLS) medical response status.	
Objective 1	Develop position for Medical Coordinator.	
Timetable	6-18 months	Fire Chief
Specific Tasks	Develop job description and qualifications for position.	
	Develop programs to achieve full benefit of BLS actions.	
Objective 2	Conduct a research and feasibility study for DHEC certification for BLS first responder designation.	
Timetable	12-24 months	Chief of Training
Objective 3	Develop strategic plan for implementation of DHEC certified BLS first responder services.	
Timetable	24-36 months	Chief of Training
Objective 4	Identify cost and time line for implementation of BLS program.	
Timetable	24 months	Chief of Training
Objective 5	Offer incentive program for personnel based on level of certifications.	
Timetable	18-24 months	Chief of Training
Objective 6	Identify alternate sources of funding to develop program.	
Timetable	18-24 months	Chief of Training

Goal 3-B	Develop Community Risk Reduction & Life Safety Education Program	
Objective 1	Develop position for Community Risk Reduction / Fire Safety Education Coordinator.	
Timetable	6 months	Fire Chief
Objective 2	Develop job description and qualifications for position.	
Timetable	6 months	Fire Chief
Objective 3	Develop programs to achieve full benefit of CRR actions.	
Timetable	12-24 months	Community Risk Reduction Coordinator
Objective 4	Identify cost and time line for implementation of CRR program.	
Timetable	12 months	Community Risk Reduction Coordinator
Objective 5	Research alternate funding sources for CRR program.	
Timetable	12 months	Community Risk Reduction Coordinator
Goal 3-C	Special Operations – Safety, Hazmat, and Technical Rescue	
Objective 1	Conduct a needs assessment of services for department and community.	
Timetable	12 months	Respective Coordinators
Objective 2	Identify current level of service and required personnel to deliver service.	
Timetable	12 months	Respective Coordinators
Objective 3	Develop program to meet gap from analysis.	
Timetable	24 months	Respective Coordinators

Objective 4	Identify cost and time line associated with implementation of needed services.	
Timetable	24 months	Respective Coordinators
Objective 5	Increase incentives for Special Operations to increase participation from personnel	
Timetable	12 months	Fire Chief

Internal Development

Goal 4-A	Increase professionalism and promote leadership at all levels within the Greenville City Fire Department.	
Objective 1	Recognize the importance of and strengthen the role of company officers	
Timetable	Ongoing	Fire Chief
Specific Tasks	Training	
	Blue Card Certification	
	Education	
	Mentorships	
Objective 2	Empower employees to become involved and shape the future of the department.	
Timetable	Ongoing	Fire Chief
Objective 3	Develop strategies to continue to improve the diversity of our workforce.	
Timetable	6-12 months	Fire Chief
	Training	
	Recruitment	
	Outside Resources	

Goal 4-B	Promote and develop health and wellness initiatives within the Greenville City Fire Department.	
Objective 1	Develop and implement the Greenville City Fire Department Health and Wellness Plan.	
Timetable	12 months	GCFD Health and Safety Officer (HSO)
Specific Tasks	Prioritize funding to implement health and wellness programs.	
	Continue to conduct pre-employment and annual medical exams in accordance with NFPA 1582.	
	Continue Candidate Physical Ability Test (CPAT) for all applicant as part of pre-employment testing.	
	Create a recognition program for firefighters who have shown great improvement in their physical fitness and yearly physical evaluations.	
	Develop a firefighter post-injury rehabilitation program in conjunction with medical oversight and physical therapy.	
	Explore instituting periodic physical fitness evaluations at the company level.	
	Coordinate with the City of Greenville Employee Health Center to promote healthy lifestyles.	
Objective 2	Develop a program to ensure physical training is being completed as expressed in the daily activity schedule.	
Timetable	12 months	GCFD Health and Safety Officer (HSO)
Specific Tasks	Provide specific physical training to help firefighters achieve fitness goals based on individual assessments.	
	Instill health and wellness behaviors starting with the recruit academy.	
	Develop introductory, intermediate, and advanced physical training objectives based on individual assessments.	

Objective 3	Continue to make available to employees information about firefighter self-care including smoking cessation, weight control, cardio-vascular exercise and other areas with proven benefits.	
Timetable	ongoing	GCFD Health and Safety Officer (HSO)
	Encourage employees to utilize existing Wellness Programs provided by the City.	
	Encourage employee participation in a city wide Wellness Initiative.	
	Routinely distribute information regarding available programs.	
Goal 4-C	Increase individual ownership in morale and organizational development.	
Objective 1	Create employee recognition programs.	
Timetable	ongoing	GCFD Health and Safety Officer (HSO)
	Continue the departmental unit citation program.	
	Continue the department annual awards and recognition ceremony.	
Objective 2	Create multiple paths of communication among department members.	
Timetable	12-24 months	GCFD Health and Safety Officer (HSO)
Specific Tasks	Redesign the Greenville City Fire Department website.	
	Create a members-only portion on the website for Greenville City Fire Department staff including updated changes to benefits, open bulletin boards, and other tools to promote open communication.	
	Cultivate social networking sites to disseminate official department information in real time.	

